



THE TEXAS A&M UNIVERSITY SYSTEM

Michael D. McKinney, MD
Chancellor

June 29, 2007

Dr. Dennis McCabe
President
Tarleton State University
P.O. Box T-0001
Stephenville, Texas 76402

Dear Dr. McCabe:

Now that the Legislative Session is behind us and I am more than halfway through my first year as Chancellor, I am seeking your input on my annual evaluation of your performance. I see this process as a collaborative opportunity to review past achievements, evaluate the challenges that you face, set new goals and objectives, and develop new ideas on how we can continue progress toward excellence in education, research and service for the state of Texas.

Review for accuracy the attached "Presidential Evaluation Measures" form for your institution. Fill in any shaded areas for which we did not have data available. In addition, please answer the following questions:

1. What are your major accomplishments for the past year? (Attach supporting data as deemed appropriate.)
2. What goals and projects were not addressed, are incomplete, or have suboptimal results?
3. What barriers do you regularly encounter that prevent you from achieving your institutional goals?
4. As a manager, how would you rate yourself in the way you have nurtured and developed your administration and staff? Please include examples and identify any strengths or weaknesses.

Please send your responses to Janet Smalley at janetsmalley@tamu.edu by Friday, July 20th. After I have reviewed them, we will schedule a face to face meeting to discuss. It is my intent that in the future, the compacts that are being developed in the Strategic Planning process will be used for evaluations.

Sincerely,

Michael D. McKinney, M.D.

slp
Attachment

DM

Review of Dr. McCabe

7/31/07

- + Handled MLK incident quickly & easily (Good about it would be)
- Work in Washington +
- Good community relations +
- Efficiency of classes to use F. Worth
- Financial support of C.T. (Killer; not sure of pay or moral support)
- good physics dept (A₁ reputation)
- Works with TAMU, TAES, ...

- ? - Perceived rate @ 75% (A) by grad 51%
- Legislature & mixed relations: ^{from lines?} ^{middle, personal} - funding ok.

slow to Δ leadership @ C.T.

- Hands off & Central Tx (too much) which impacts the
- student academic advise not up to par (C of by students) - other choices made → No funding for advanced (3) with 4



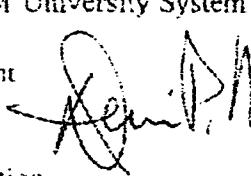
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July 18, 2007

MEMORANDUM

TO: Dr. Michael D. McKinney, M.D.
Chancellor, The Texas A&M University System

FROM: Dennis P. McCabe, President
Tarleton State University 

SUBJECT: Annual Performance Evaluation

Attached please find documentation which you requested as background information for my annual performance evaluation. Should you require additional information, let me know. With your approval, I have decided to step away from the presidency at the end of May 2008. This decision should impact, not only our discussion of my personal performance, but should (and will) have a dramatic effect on my willingness "to race to the end" while solidifying Tarleton's place among the best Texas schools at the time of my departure.

Attachment

Annual Performance Evaluation
Dennis P. McCabe
2006-2007

I. **Achievements.** The following list of five (5) achievements for the 2006-07 school year are considered large, significant actions which have a major impact on the direction, momentum, and health of Tarleton.

A. I completed work and tasks that led to a successful session for Tarleton by the 80th Legislature. I was able to:

1. secure an additional \$8.2 M in operational funds for Tarleton—Central Texas.
2. assist in securing research expenditures resulting in a significant increase of \$1.2M assigned research funds from General Revenue.
3. contribute to the final outcome of legislative language for student fee flexibility for recreational sports centers and student development centers.
4. assist in getting the original 10% reduction re-instated in the base funding bill.
5. assist in securing the necessary state funding for bonded indebtedness for Tuition Revenue Bonds (Nursing Building and Dairy Facility).

B. I provided guidance and direction to maintain a healthy growth rate in the number of students, the number of full-time student equivalents, and the number of degrees conferred. This leadership activity includes the Stephenville and Killeen campuses. I was able to:

1. provide direction and resources to expand the recruitment office and its efforts to visit more area high schools and surrounding community colleges more often.
2. provide guidance and resources and necessary impetus for expanding Tarleton's initiative into Waco. I was able to meet with officials at McLennan Community College to secure institutional agreement which included: teaching sites, office space, curriculum elements and degree programs, and an inter-institutional methodology to provide a seamless financial aid process for dual-enrolled students.
3. provide guidance and resources and impetus for expanding Tarleton's Metroplex initiative into Tarrant County and Fort Worth. I was able to meet with the mayor of Fort Worth and other political leaders to secure support for Tarleton's presence in Fort Worth. I was able to meet with leaders from school districts and community colleges regarding expansion plans.

- C. I provided direction for three major construction projects; namely, a new \$15M Recreational Sports Center, a new \$14M Dining Hall, and a much needed update and expansion of the HVAC Loop on campus (\$15M). The first two projects are progressing nicely and will be completed in FY08, while the HVAC will be completed in FY09.
- D. I spent much time and energy in addressing what has become known as the MLK incident. I provided leadership to guide the institution through "troubled waters" and was, by the end of the Spring 2007 semester, able to point to much progress and success in the area of campus diversity. We did make "Diversity, Civility and Personal Integrity" major parts of our campus creed for interacting with each other. Despite the successes, however, much remains to be done.
- E. I continued to lead the development of a fledgling university, which has great potential. The Killeen System Center is a wonderful experiment in higher education—one which should induce pride and expand opportunities among Texans, in general, and specifically the people from the Greater Killeen area. I guided the overall effort to keep the development of the new campus moving in a positive direction, expanding offerings in light of restricted resources, and anchoring the Center, its employees, and our students in a time of political upheaval (which resulted in Governor Perry's veto of two bills which has broad implications for the magnitude and timing of change for the young campus).

II. Challenges. The following three (3) challenges confront Tarleton leadership almost on a daily basis. There are many more.

- A. **Resources, or rather the lack of resources,** often cause Tarleton to revise its projects, downgrade the size of different activities or in some cases, cancel or postpone efforts. One such case this past year was the postponement of creating a new advisement center for students. Hopefully, we will be able to resurrect this much needed center. It will require a new fee. Another example is the inability to extend our plan to raise faculty salaries to the average salary numbers found among Tarleton's peer institutions. We will continue to look at achieving this goal each year. Although the increase in costs for an average student to attend Tarleton will increase slightly more than 10% this fall compared to the fall of 2006, it will cost approximately \$2,000 less per year to attend Tarleton than some other schools in Texas. So, Tarleton is a good learning bang for a hard-earned buck.
- B. **Technology (Information Resources, IR).** This is a fast-moving "escalator" in the midst of nearly stationary sidewalks throughout our campus. Maintaining what we have is challenging. Software must be updated continually. New equipment is needed to replace the old, which seems to have a three-year life span. Tarleton, more often than not, extends the life of such hardware and software to five or six years. Another element in the area of concern and challenge is keeping qualified IR personnel employed. These individuals have such highly technical skill sets that others (primary companies in the private sector) lure them away with higher salaries and greater benefit packages. We work very hard to keep our specialized IR workers. You can't stop or even slow the escalator down; you learn to cope and try to outwit the technology change rate.

Considered

- C. A third challenge is extending Tarleton outside of Erath County. I must say we are experiencing much success in the Southwest Metroplex (Fort Worth), in Waco and in Killeen. Such efforts are not “natural progressions” from the traditional university. Therefore, Tarleton must redefine itself in order to deliver effectively its education programs and services 60 miles, 90 miles and 112 miles from the main campus. Not all parts of the University are impacted equally by this extension. In fact, some university offices and functions are not impacted at all, while other divisions are nearly duplicating themselves and at long distances. These organizational phenomena require special attention. Some of what is required has now been mastered by Tarleton personnel, while other requirements are very challenging. In each case (that is, Fort Worth, Waco, and Killeen) these sites are not served by a home-based state university. All three locations are in Tarleton’s service area

There are certainly other challenges surrounding Tarleton. For example, keeping the curriculum (courses and degrees) updated for relevancy and meeting the changing needs of society is an important challenge. Another is expanding the research agenda for Tarleton. We have had some success. But, keeping the “pressure on” for additional research opportunities must be constant and directional.

III. Goals for 2007-2008. I will use my authority as CEO and President to pursue the following goals during my last year as President. I will:

- A. resurrect the Student Advisory Center concept and move the project forward with the commitment to open the center in the fall of 2009. A successful center will impact positively on retention and graduation rates.
- B. complete in FY 2008 the construction on two major projects, namely, the Recreational Sports Center (fall 2007 completion) and the Dining Hall (late spring 2008 completion). The two facilities will, no doubt, have a great, positive impact on student life.
- C. initiate three new construction projects; namely, the new dairy, the new nursing building, and the HVAC campus loop. Modern facilities always have a dramatic effect on learning.
- D. identify new campus leaders and, in some cases, identify interim leaders to maintain operations until the new President is selected. These positions are: President; Provost and Vice President for Academic Affairs; Vice President for Institutional Advancement; and, Executive Director for Tarleton—Central Texas. Tarleton cannot afford a leadership vacuum which might lead to stagnation.
- E. continue the development of Tarleton’s tripartite campus creed which includes embracing the elements of “Civility, Diversity and Integrity.” This includes student life and the academics division. The Tarleton campus must capitalize on its friendliness, its warm and caring climate, and its ability to individualize.
- F. increase Tarleton’s research among Texas universities, particularly in the areas of agriculture and environment. More research and more research dollars are necessary if Tarleton is to become more effective in achieving its destiny.